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ABSTRACT

Information on spouses of college presidents is presented. This 1983 survey of member institutions of the American Association of State Colleges and Universities (AASCU) updates a 1981 survey. Of the 337 presidential spouses, 54 percent responded, including 4 of the 7 male spouses. Respondents provided information on: their personal lives and family, experiences as a presidential spouse, paid occupational activities, volunteer work, educational activities, presidential housing, official entertaining, use of the president's home by university and community groups, the spouse's role as an unofficial university representative, and the relationship of the presidential spouse to the university governing board. Data are included on: regional statistics on official entertaining in university-owned and private presidential homes, community size, the relationship of official entertaining to university benefit, the average number of official functions per year, and services provided for official functions. It was found that most of the respondents were serving as a presidential spouse at their second university, and for 23 percent, the spouse had been named president from within the university. Half of the presidential spouses worked in their community, and 49 took courses, 30 percent at their own institution. The questionnaire is appended. (SW)

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MYTHS AND REALITIES

1983 Report on the AASCU Presidential Spouses

Roberta H. Ostar

November 1983

American Association of State Colleges and Universities

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PREFACE

The first survey of the role of the spouses of college and university presidents was undertaken less than ten years ago by Marguerite Corbally, and the result published two years later in her book, *The Partners*. In 1981, AASCU conducted the first survey solely of presidents' spouses in public institutions under the direction of Roberta Ostar.

After the longstanding neglect of the important role of the president's spouse, it is appropriate that AASCU has again examined it and the changes that are taking place in it. It is a hopeful sign that some other organizations are doing the same, so that soon we may have a more general picture not only of the role of the spouse, but of the whole "personal side of the presidency."

Recognition of the important contributions presidential spouses make to institutions of higher education should lead to greater appreciation of, and support for, that role. And it is a role that must be performed by someone, whether or not the president is married, and whether or not it is the spouse who undertakes it. Greeting the community; entertaining the students, faculty, trustees, and donors; and serving as representative of the university are essential functions for the maintenance of institutions. Mrs. Ostar and AASCU have performed an important service to the higher education community.

–Clark Kerr, Program Director
Association of Governing Boards
Strengthening Presidential
Leadership Project

ABOUT THE AUTHOR

Clark Kerr (left), program director, Association of Governing Boards, Strengthening Presidential Leadership Project and Roberta H. Ostar (right), AASCU's volunteer coordinator, Spouses Program.

Roberta H. Ostar has been an observer and participant in the AASCU programs for spouses since they began and has served as the volunteer coordinator of the spouses programs since 1979. She developed the 1981 survey and was the author of its report. She is the spouse of Allan W. Ostar, president of AASCU.

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ORIGINS OF AASCU'S SURVEY OF PRESIDENTIAL SPOUSES

Substantive programming for the spouses of AASCU member presidents has been offered at the Annual Meeting and the biennial Summer Council since 1974. Topics were selected from among the ideas suggested by spouses and by staff. At the 1980 Annual Meeting, several employed spouses spoke up, and the gist of their message was that the old, traditional type of presidential spouse was gone.

And from out of the discussion that followed, the idea for both the survey of AASCU spouses and its title, "Myths and Realities," was born.

It had been the feeling at AASCU that the spouses were indeed still in the traditional mold and that very few had their own careers, i.e., the myth. The reality was paradoxical: 37 percent of AASCU spouses were employed, *however* almost all indicated they still handled all the volunteer duties of being presidential spouse and enjoyed doing it!

The 1981 survey included many other questions besides that of spouses' paid employment. It surveyed the age of the spouses, number of children, nature of the presidential promotion (from within the university or outside), volunteer activities, type of presidential housing and support services, amount of official entertaining and support services, and relationship of the presidential spouse and the board. The survey responses provided AASCU with a wealth of useful facts not only about presidential spouses but also about the presidents and university functions as well.

At the time of the initial survey, AASCU spouses indicated that a biennial survey would be useful, hence this 1983 survey with its new sections on the spouses' educational background, the volunteer activities of the president, spouse involvement in the search interviews, and a section on recognition of and appreciation for the efforts of the presidential spouse.

To our knowledge, the first survey of presidential spouses in higher education was done in 1975 by Marguerite Walker Corbally, whose husband had been president of both a private and of a public university. The results of her survey, which in-

cluded responses from both private and public presidential spouses, along with her comments, interpretations, and thoughts on the role of the presidential spouse were published in 1975 in her book, *The Partners*. AASCU's 1981 survey was the first done solely for presidential spouses at *public* institutions of higher education. Following our 1983 survey, two other associations representing institutions of higher education, one public and one private, have announced that they will conduct spouses' surveys and publish the results.

The 1983 survey was mailed out to the 337 AASCU spouses, including seven male spouses. The response rate was 54 percent, including four of the seven males. The data used are based on the information provided by those who voluntarily responded to the survey. In general, it is difficult to ensure that such voluntary responses match all the types of individuals in any one group. It is important to note, therefore, the apparent representativeness of our survey responses with the characteristics of the presidential spouses in AASCU. This relationship was determined by comparing the distributions of geographic location, institution size, and community size within the AASCU membership to the same distributions within the survey respondents' group.

There was ample evidence of the considerable thought and energy devoted to survey responses, especially in the specific figures provided by spouses summarizing their entertainment activities. Though some may have estimated, it appears that most spouses carefully tracked functions attended and hosted with their record books and calendars to provide an accurate picture of their activities.

This attention to detail and accuracy was further evidenced by comments made during an oral presentation of the preliminary results of the survey at the AASCU Summer Council in Vermont, July 1983. One spouse told the gathering of spouses that filling out the survey had so angered her when she realized how many activities and hours she was giving to the university with little or no help, that she crumpled her survey and threw it into the waste basket. Fortunately, she persevered and sent us a completed survey, which she is now using to illustrate her requests for adequate university support and resources.

A grammatical note: a comment on the use of the pronoun "she." While we do have seven male spouses, seven out of 337 is not a large proportion! We use the word spouse throughout, "they" gets us out of many problems, but where a pronoun for an individual is needed and where the person being referred to is probably female, we have, of course, used the feminine pronoun.

The theme, "Myths and Realities," is carried through most of the survey report. Commonly-held assumptions about the presidential spouse are juxtaposed with the results of the survey and their implications. The goal is to communicate an accurate image of the spouse, an image which reflects the many aspects of the role and of the person taking that role.

ILLUSTRATING A MYTH

"Excuse, me," the tourist with her family crowding around her paused in the kitchen doorway of the restored historic house and addressed the woman washing dishes, "Do you know if we can see the upstairs, or is that not open to the public?"

"No," the university president's wife replied, "that's not open to the public."

"That's what I thought," the tourist said. "We'll just look around more down here," and she went back slowly through the dining and living rooms, commenting to her family on the various furnishings as they went.

"What could I say?" the president's wife said later in telling the story. "She obviously thought our home was open for visiting like the other restored buildings, and just as obviously thought she was addressing the maid. I couldn't possibly have disillusioned her by telling her she was addressing the university president's wife who was washing her own dishes."

"Sitting on a fine cushion and sewing a fine seam," living in the lap of luxury at the public's expense, giving party after party for all of "their friends"—these are a few of the myths that surround the university president and spouse.

The reality is that most of the presidents' spouses have a schedule of volunteer activities for the university, as well as the community that add up to a 40-hour work week plus overtime! Thirty-two percent of the spouses are employed in addition to managing their volunteer university duties. The luxurious homes in which some of them live are in many cases semi-public houses where the president, spouse and children live a fish-bowl life. And as to "their friends," those 2,200 or so guests that the president and spouse entertain each year are university friends, not personal ones. "Who among us has 2,200 personal friends? Certainly not a university president!" said one spouse with vigor.

The job of the university president may be one of the most honored positions in our society, but it may be one of the most thankless, also. Its duties are unknown. Everyone knows the professor teaches, the coach coaches, but what *does* the president do? The job of the leader is always harder to describe.

And if the job of the president defies description, the role of the spouse is even more nebulous. Between the image of a gracious grand dame pouring tea and today's reality of a male spouse commuting across two-thirds of the continent to his engineering consulting job lies a world of realities scattering the myths that have grown up about the presidential spouse.

This survey, the second of presidential spouses in public higher education conducted by AASCU, provides facts and figures upon which to base the new realities.

PERSONAL AND FAMILY

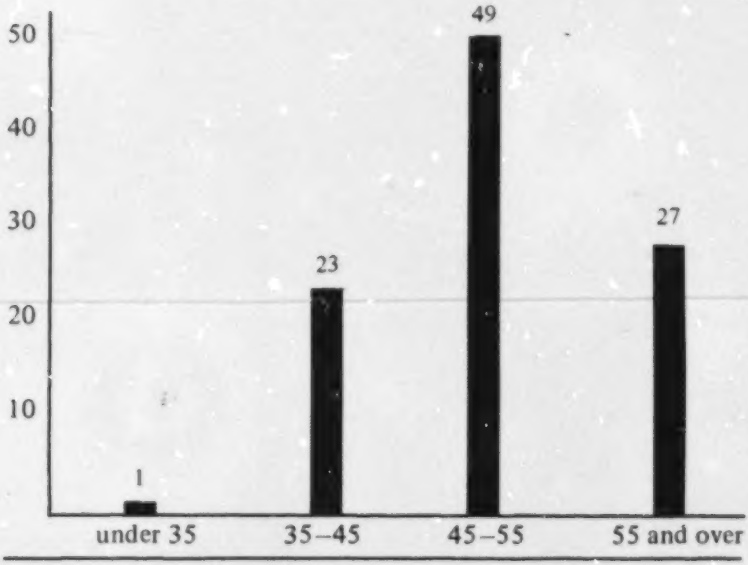
AASCU institutions have 330 female spouses and seven male spouses. Of the 356 membership, 19 presidents have no spouse.

Ages of the survey respondents showed 49 percent to be 45-55; 27 percent, 55 and over; 23 percent 35-45; and one percent under 35. Figure 1 illustrates this age distribution.

On an average, the presidential family has 2.88 children each. Sixty percent of the AASCU presidential families have children now living at home; or, to reverse it, forty percent have only the president and spouse in the home (thereby eliminating the

possibility of finding dirty socks on the living room coffee table when arriving home after the football game with board members and legislators in tow!)

Figure 1. Age Distribution of AASCU Spouses
(in percentages)

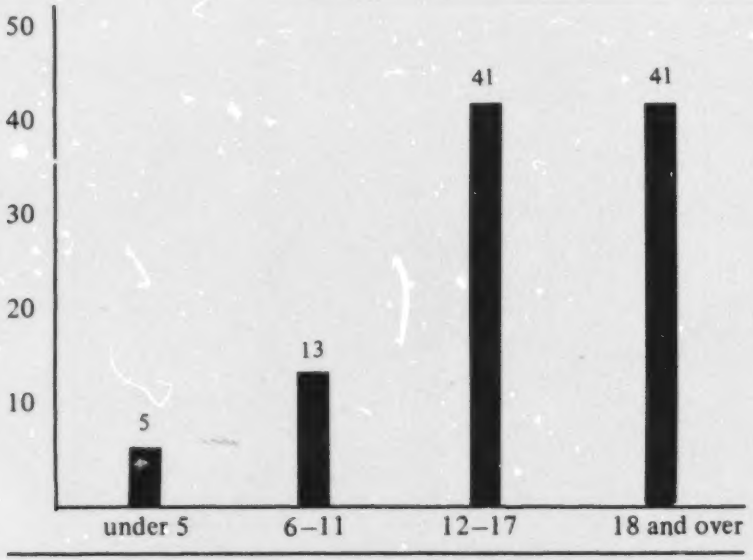


Managing and dividing time between the family and the duties of university hostess has always been a challenge for presidential spouses, especially those with children. The survey asked the ages of those children now at home: children under 5 years of age, five percent; ages 6 to 11, thirteen percent; 12 to 17, forty-one percent; and 18 and over, forty-one percent. (See Figure 2.)

Although the myth is that the presidential spouse has to care for young children at home, in reality the children of our respondents are older. Five percent of those in the 18 and over category are in the 24 to 29 age bracket. It has been speculated that these children of university presidents may be working toward advanced degrees and so are still "at home" for purposes of a permanent residence. Another explanation is that these young

people are reflecting today's social and economic problems and are still at home because of difficulty in finding employment or affordable housing.

Figure 2. Ages of Children at Home
(in percentages)



EXPERIENCE AS PRESIDENTIAL SPOUSE

Spouses were asked in how many different institutions they had served as the presidential spouse, whether they had moved from one region of the country to another, whether their mate had been named president from within the same institution, and whether they had served as spouse of a president or chief executive in an institution other than a university.

Most of the AASCU spouses are serving as a presidential spouse at their second university, and 23 percent have had the experience of becoming the presidential spouse when their mate was named president from within the university. This change of

status within the same organization brings with it many difficulties as friendships and other relationships, both social and professional, must conform to the new situation. Spouses have reported that this can be a most painful process as former close friends, confidantes, and colleagues lose their standing as peers since the president and spouse must not appear to have any "favorites" at the university. The saying, "It's lonely at the top" applies as much to university presidential couples as to any chief executive couple.

Moving from one region of the country to another–say from reticent New England to laid-back California, or from the friendly, informal Mid-West, to the more socially formal South–also poses problems for the presidential spouse. Not only does the spouse have to guide the family in getting along in the new life-style, but also the spouse must plan the university and presidential entertaining to represent the personal style of the presidential couple in a way that will appear appropriate and pleasing to the new area. Almost forty percent of the AASCU spouses have moved as the presidential spouse to a new region of the country.

Many of the presidential spouses seem to feel that their role as official hostess and unofficial representative of their university is unique, that there may be no way of preparing for the role. However, those spouses who had served as spouse of a chief executive at an institution other than public higher education indicated that there was a similarity. About 13 percent of AASCU spouses reported that they had been in such a spouse position in industry, private education, church/synagogue or government. Most of them reported that this experience was very useful to them in approaching their role as presidential spouse at a university.

PAID OCCUPATIONAL ACTIVITIES

"I couldn't possibly find a job in the same community where my husband is president."

"Why does she need to work with the salary her husband's getting?"

"Those president's spouses who work must be the younger ones, the ones who were working in their own professions and continued even after becoming the presidential spouse."

"Oh, of course it's easy for the spouses whose institutions are in the bigger cities to work; they're more anonymous, not recognized as 'the president's spouse'."

"Did you know the president's husband commutes 2,000 miles to his job?"

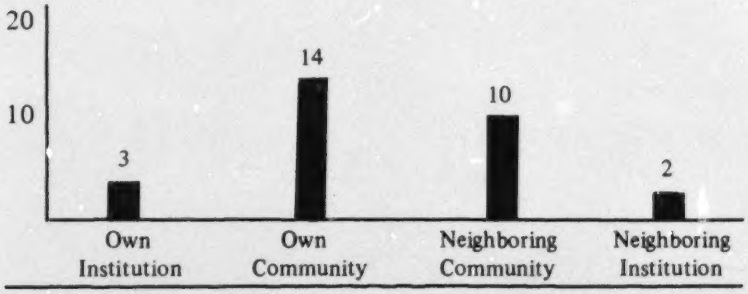
Myths again, at least the first four, the fifth is a new and startling reality. As to the myths, half of the employed spouses *do* work in their own community, some at their own university, and the largest percentage of them cite the importance of maintaining professional status, not money, as their reason for being employed. Two-thirds of the employed spouses are 45 years and older and 50 percent of all spouses employed began this work since becoming a presidential spouse. The myth that more spouses work in the larger cities because of greater opportunities is completely contradicted by fact. Of the spouses employed, three-quarters are from colleges and universities in communities with populations of 250,000 and under, about a fifth are in communities of 250,000 to 1,000,000, and only five percent of those employed work in communities larger than 1,000,000. In other words, most of the spouses engaged in paid occupational activity are in the smallest of the AASCU communities!

A comparison of the responses to this year's survey questions on paid occupational activities with the 1981 AASCU survey surprisingly revealed a drop in the percentage of working spouses—from 37 to 32 percent. This downward movement casts doubt on the assumption that more and more of the female spouses are going to "go to work." Whether the poor economy and the dearth of jobs have had an effect on the presidential spouse, or whether the first flush of feminism has had its day is pure speculation. It can be said that all of the presidential spouses report that their volunteer role for the university is a more than full-time job, so perhaps unless there is a strong personal or outside motivating reason to be employed, more spouses may opt for devoting their time to university and community volunteer obligations.

Slightly more than half of the employed AASCU spouses work full-time, the rest part-time. Of the 32 percent working,

three percent work at their own institution, 14 percent in their own community, 10 percent in a neighboring community, and two percent at a neighboring institution; the remaining three percent did not respond to this question. (See Figure 3.)

Figure 3. Place of Work
(in percentages)



Five percent are employed in higher education, five percent in elementary and secondary education, 11 percent in social services, five percent in business, science and technology, and five percent in the visual and performing arts. This represents somewhat of a shift from the 1981 survey, where most employed spouses were engaged in education or in the social services.

In answer to the question, "Is your job or occupation related to your education and training?" almost 80 percent of the spouses indicated that it was, thus exploding another myth that the spouses, forced to move frequently at the need of the president, would not be able to maintain employment in the field of choice. About half of those now employed continued working in a paid position throughout their life as a presidential spouse, and about half began their employment after becoming a presidential spouse. Those who had had their work interrupted listed the following reasons: university duties or role of presidential spouse, about a third; the move to the new university, about a tenth; and having and rearing children, a little over a tenth of those now employed. The rest indicated a variety of reasons, with one spouse reporting that the trustees requested that the spouse not work.

Goal of the employment by the presidential spouse was reported as "maintaining professional status" by about a third of those employed, with other reasons in descending order of frequency being: to earn money, to develop new interests, and to meet new members of the community.

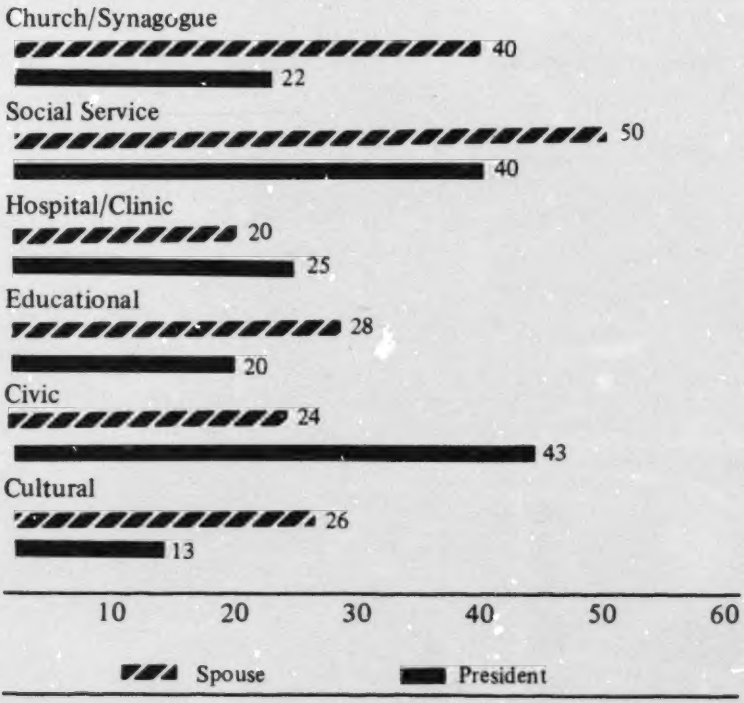
VOLUNTEER ACTIVITIES

Eight-six percent of the spouses reported that they give time to volunteer activities and reported that 84 percent of the presidents did also. Most common choices for the spouses were the social service organizations, while the presidents chose primarily civic organizations.

Surprisingly, only 55 percent of AASCU spouses indicated that they "volunteered" for the university. This statistic met with considerable skepticism when the preliminary findings of the survey were presented at the 1983 Summer Council. When one spouse, for example, commented that "there isn't one presidential spouse in the country who doesn't spend some time volunteering for the university," another remarked that perhaps the remaining 45 percent are not "volunteering" but are corralled, protesting into volunteer duties! Since most of the AASCU spouses have consistently said they get satisfaction and enjoyment from their role, the mirth that greeted this sally may indicate, however, that the spouses do feel taken for granted and somewhat unrecognized for their contributions of time and effort to university functions.

The volunteer activities of the spouses and the presidents are shown in Figure 4. Almost half of the spouses said that their volunteer activities were related both to their educational background and to their career interests. General comments included "not enough time to be presidential spouse and volunteer," and "it's difficult to be employed and volunteer, but fun!" Twenty-nine percent of the spouses who volunteer are also employed.

Figure 4. Type of Activity
(in percentages)



EDUCATIONAL ACTIVITIES

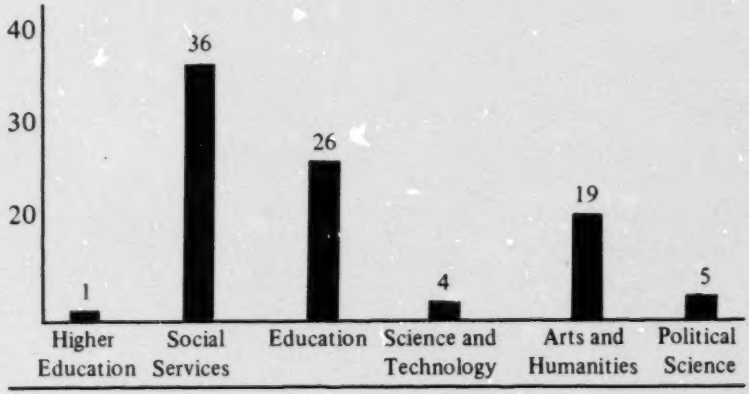
Taking courses either toward an advanced degree or to cultivate interests was thought to pose a problem for the presidential spouse. Could the spouse take courses at the university where she or he was the presidential spouse without causing comment? It was thought not. That myth disappeared when the survey reports came back to show that of the 49 percent taking courses, 30 percent were doing so at their own institutions. Of the remaining, nine percent were taking courses at another university and seven percent were taking specialized courses such as those

given at the "Y's", Red Cross, etc. Thirty percent of those taking courses are working toward an advanced degree.

Reasons for taking courses in order of greatest response were to develop new interests, to earn a degree or certificate, to enhance present job performance (paid or volunteer), to enhance job prospects, and to meet members of the university community.

Of the spouses responding, seven percent hold a doctorate, including one doctor of jurisprudence, five doctors of philosophy, five doctors of education, and one doctor of dental surgery. Thirty-three percent have a master's degree, including 42 in arts, 11 in science, five in special nursing, and two in social work. Of the 37 percent with bachelor's degrees, 33 have a bachelor of arts and 34 have a bachelor of science degree. The fields of study of these degrees are shown in Figure 5.

Figure 5. Fields of Study of Degreed AASCU Spouses
(in percentages)



PRESIDENTIAL HOUSING

The ancedote which began this survey report illustrates what is perhaps the most erroneous and most strongly held myth: the image of the university president, spouse, and children living in

a grand house amidst impressive furnishings at absolutely no expense to themselves.

Actually, about 75 percent of AASCU presidents do live in a university-owned home. However, over a fifth of these presidential families pay rent for at least a portion of the cost of the house and more than half of these families must furnish the homes themselves—no small matter when one considers that the entertaining rooms are usually large and require special pieces of furniture to appear well furnished and attractive for the university entertainment functions held there. The cost of insurance that includes coverage for the areas that are used for the large university functions is very high, an expense usually borne by the presidents, not by the university.

Twenty-five percent of AASCU presidential families live in their own private homes, and of these more than half receive a housing allowance from the university to help defray the expenses incurred in maintaining a home suitable for the president to use in entertaining. (As will be seen in the section on official entertaining, the president in his own home also uses the residence extensively for official functions.)

Much conjecture has gone on over the years in AASCU as to whether provision of a university-owned home for a president occurs more frequently in any particular region of the country. The survey provides the factual answer: in the Mideast, 85 percent of AASCU presidents are housed in university-owned homes; in the Great Lakes, 84 percent; and in the Southeast, 79 percent. It had often been assumed that the Southeast was the undisputed leader in this category; however, this incorrect notion may have arisen from the fact that the largest number of AASCU schools are clustered in that region.

In other regions, university-owned housing is provided to the following extent: the Plains, 76 percent; Southwest, 70 percent; New England, 64 percent; Rocky Mountains, 50 percent; and the Farwest, 29 percent. (See the Appendix for a list of the states included in each region: survey question A-1.)

Seventy-eight percent of the presidential families living in a university-owned home in the Mideast region pay rent. In the Farwest and in New England, about 50 percent pay rent and in the Great Lakes, Plains, and Southeast, about five percent pay

rent. Survey respondents from the Rocky Mountains region and the Southwest indicate no payment of rent.

The survey responses indicated that housing allowances provided to those presidents in their own homes were greatest in the Southwest, Rocky Mountains, Great Lakes and Southeast, followed by New England, Plains, Mideast, and Farwest.

Spouses were asked what supporting services were provided for the housing and which they felt was most valuable. Spouses in both housing arrangements agreed that housekeeping was the most valuable service provided, followed by general maintenance, gardening, and cooking.

Percentages of these services provided for both kinds of housing arrangements may be seen in Figure 6.

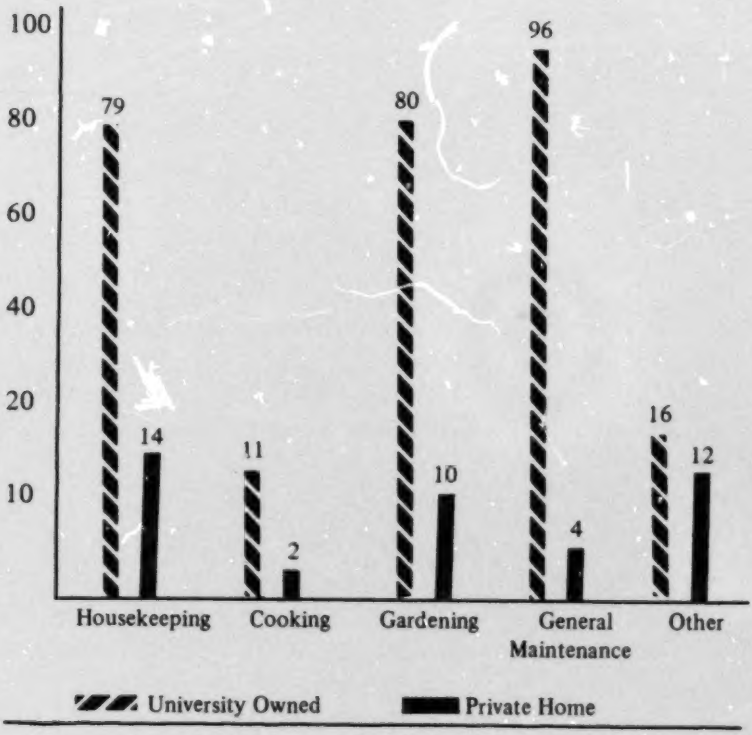
Tabulating responses on these services by regions showed that university-owned homes in all regions are provided with general maintenance at the rate of 100 percent. Gardening and housekeeping are provided to 50 percent or more in all regions. Cooking is provided in some of the regions: Southwest, Rocky Mountains, Southeast, and Great Lakes.

The Southwest is consistently highest of the regions in providing such services to its presidents in university-owned homes. Lowest in providing all of the services is the New England region.

For those presidents and families living in their own homes, no services were provided in New England, Farwest and Mideast. The Southeast, Rocky Mountains, Plains, and Great Lakes provide these services to about 20 percent, and the Southwest is highest in providing these services, providing them to about 33 percent of the presidents in private homes.

Since these services are provided to assist the presidential family in their official university entertaining functions and not as help paid by the university for the family's personal needs, this fact might be clearer if the scheduling of these services were part of the official procedure of the university. Spouses were asked whether these services were scheduled by the President's office, the university department involved, or by the spouse. The survey responses showed that 64 percent of the time scheduling is done by the spouse, by the president's office only 21 percent of the time, and by the department involved 13 percent of the time.

Figure 6. Housing Services Provided
(in percentages)



OFFICIAL ENTERTAINING

"Welcome to our home!"

AASCU presidents and spouses issued this invitation almost 4,000 times last year.

Four thousand parties! Imagine the planning, the work involved. Any host and hostess would be staggered by the load. But casual observers often comment, bolstering the myths:

"What a life! All those lovely parties to enjoy!"

"The president's spouse gets to meet all the important people in town. And they're always hobnobbing with those really famous people who come to speak at the university."

"Did you see her ultra suede dress? Do you know how much ultra suede costs?"

"I'll bet they have a huge entertainment budget. And all that help to serve them!"

"Well! I see the president's spouse has put on a tie. That's really formal dressing for him!"

In reality, all these parties are serious business for the university. When the female spouse copes with providing an attractive and varied wardrobe for the many functions by careful shopping, when she sews her own ultra suede dress for a saving, and when the male spouse (who greatly prefers a sports-shirt approach to life) puts on his tie for the occasion, the motivation in each case is the enhancement of the university's image. As David Reisman wrote in his paper "The President's Spouse: The University's Added Dimension," prepared for delivery to the AASCU spouses at the 1980 Annual Meeting, "the spouse may in fact be employed, although not personally remunerated, as, in effect, the institution's second most visible public relation's officer." The responses to this survey indicate that from hosting with the president the university's official entertainment functions to representing the university, albeit quasi-officially, at innumerable social and formal occasions, the president's spouse indeed represents the university's "added dimension."

Primary Goals

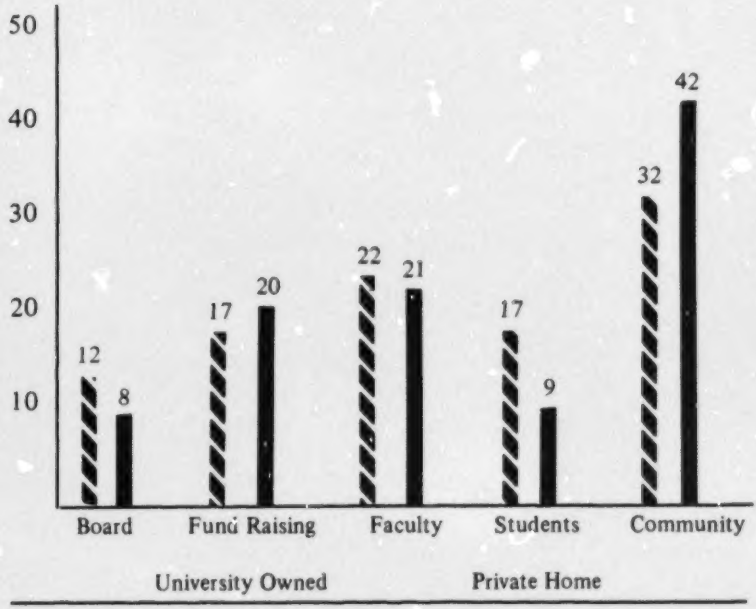
The survey asked the spouses to name the goals of these offical entertainment functions, and the number one response was "to greet the community."

Forty-two percent of the functions given by presidents and spouses who live in their own homes and 32 percent of those in university-owned homes were given to achieve this goal. The value of "telling the university's story" to the surrounding community and strengthening those ties has long been recognized by AASCU. In times of stress, financial or other, having constituents and a community that identifies the school proudly as

"our university" is far more beneficial to the institution than a hostile town/gown relationship.

Hosting faculty was the next most frequently reported goal, followed by sponsoring fund-raising events, entertaining students, and entertaining the board of trustees. Specific percentages may be seen in Figure 7.

Figure 7. Primary Goals
(in percentages)



Regional Statistics: University-Owned Homes

Regional statistics on the goals of official entertaining showed an interesting pattern: in the university-owned homes greeting the community ranked as the number one goal in five out of the eight regions, ranked second in one region and third in two regions. The goal of hosting the faculty ranked second or third in all regions except in the Farwest, where it tied for first place.

Fund-raising events hosted by the president and spouse ranked generally low except for their first rank in the Farwest and Southwest and their second rank in the Great Lakes region. Entertaining the board was always low—an interesting and probably laudable fact. Since the board and the university share the common goal of enhancing the institution, it would seem appropriate that only a very small portion of the university's official entertainment resources and time be devoted to the board.

The goal of entertaining the students was also low in the majority of the regions. However, New England ranked it number one and the Mideast and Rocky Mountains, number two.

Regional Statistics: Private Presidential Homes

Data on those presidents and spouses in their own homes, differed from the above statistics somewhat. They ranked greeting the community highest in the majority of the regions, but the other primary goals were entertaining the board, two regions; and fund-raising, one region.

In general, the goals of entertaining the board and entertaining the students ranked low, as did fund-raising. Hosting the faculty was again second or third. Only presidents and spouses in the private homes category in New England ranked fund-raising events as their number one goal.

Statistics by Community Size

The data for entertainment goals were also compared on the basis of size of the community in which the university is located. Here there were no surprises, with greeting the community the number one goal in all three designated community sizes (see survey reprinted in the Appendix). Entertaining the board and students was again low as a goal, hosting faculty ranked second and third as in the regional statistics. The goal of having fund-raising events varied, with the mid-size communities ranking it number two and the largest and smallest communities ranking it number three.

The spouses responding to the survey pointed out that the guest lists and goals of these functions greatly overlap. These

statistics are based on the data they gave as "*primary* goal of the function."

Relationship of Official Entertaining to University Benefit

The circular relationship of the support from the university to the president and spouse for entertainment functions, the number and goal of the functions, and the resulting advantage to the university may be illustrated in the response from the New England region. Those in university-owned homes in this region seem to have the most traditional approach to university official entertaining: entertaining students, number one goal; hosting the faculty, number two; greeting the community, number three; entertaining the board, number four; and fund-raising, number five.

As noted above, the types and number of services provided to the presidential university housing are lowest in New England, and in turn New England ranks lowest in amount of university entertaining done. Even so, New England presidents make their university-owned homes available 100 percent to university groups, and about 60 percent to community groups.

Statistics from the other regions would seem to bear out the assumption that increased support on the part of the university results in an increased number of functions hosted by the president and spouse to the ultimate advantage of the university.

Official Functions: Average Per Year

Those four thousand functions that AASCU presidents and spouses hosted in their homes last year average out to 27 per year for those living in university-owned homes and 10 per year for those in private homes. The survey showed that those living in their own homes entertained for the university two-thirds as much as those in university owned homes, but they do not receive two-thirds as much in support services. (See again Figure 6.)

Campus facilities and other locations are used for an average of 17 additional functions a year by those in university-owned homes and for 15 additional by those in private homes.

If one multipled these university official entertaining functions times three hours each for the president and for the spouse–a conservative time figure which many spouses attending the AASCU Summer Council recommended be doubled–the total number of hours given to these functions would equal almost three 40-hour work weeks per year per president a d spouse living in university-owned homes. The same process used for those couples living in private homes shows them spending the equivalent of two 40-hour work weeks each producing and hosting these university events. This certainly qualifies as a major commitment of volunteer time to the cause of the university by the president and spouse.

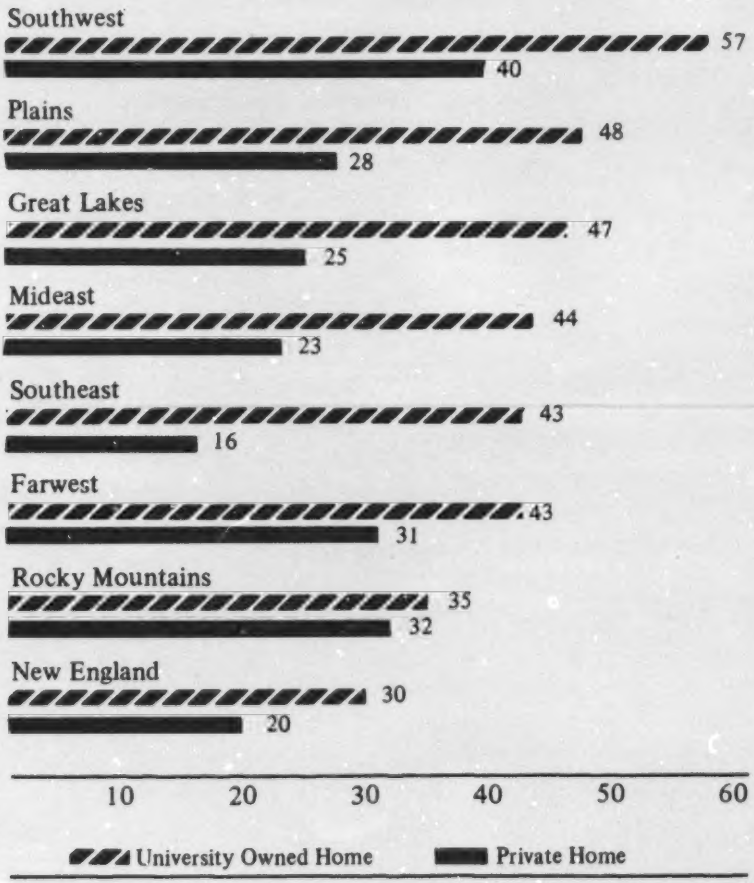
Analyzing the regional data on official entertaining functions reveals that the Southwest ranks first in number of functions hosted at all locations, averaging 57 per year given by presidential couples in university-owned homes (the total survey average was 44) and 40 functions per year by those in private homes (the survey average was 25). In Figure 8 the regions are ranked in order of number of official functions hosted per year:

Since the above numbers include those functions given in the president's home, on the campus, and in other facilities, it can be seen that those institutions whose president lives in a private home have less in the way of official university entertaining. Presumably, those presidential couples in private homes would make up for doing less entertaining in the home by hosting an additional number of functions on campus or in other facilities, but such is not the reality. Perhaps those institutions who do not provide the president with a home do not recognize or place a high value on enhancing the university through entertainment and official functions.

Statistics on these functions were also compared in terms of the number given by presidents in a private home who received a housing allowance to those who do not receive an allowance, by size of community in which the institution is located, and by career status of presidential spouses (employed or volunteer).

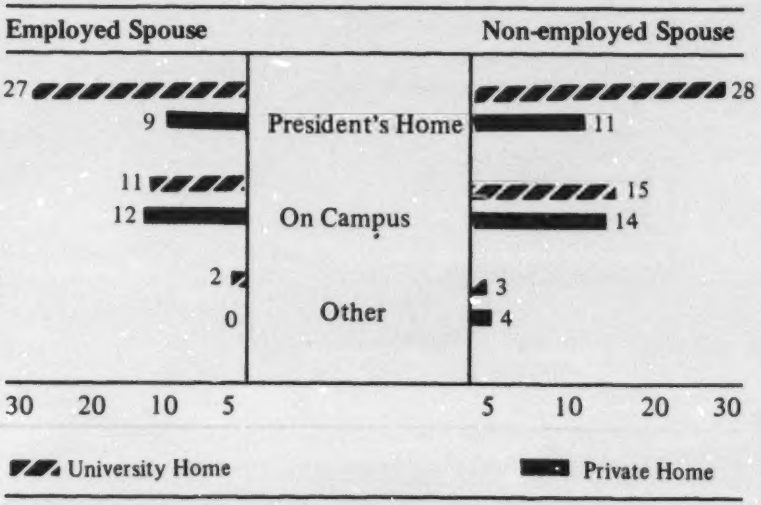
Results: presidents and spouses living in their own home and not receiving a housing allowance entertain as much as those who receive an allowance, and in some regions even more! Size of the community in which the university is located did not significantly affect the number of functions hosted.

Figure 8. Average Number of Official Functions by Region
(in percentages)



While the nonemployed spouse does host slightly more official entertainment functions for the university, the responses give an unusual impression: this spouse used the campus facilities and other facilities more than does the employed spouse. It would seem logical that the employed spouse would do more functions outside the home, but such is not the case, according to the survey responses. (See Figure 9.)

Figure 9. Average Number of Official Functions Hosted per Year in Various Locations by Employed versus Non-employed Spouse and Type of Housing



Services Provided for Official Functions

AASCU spouses were asked to indicate how the food was provided, who bor the cost, and who supplied the equipment for the functions.

Survey respondents indicated that food is provided by the institution for about one-half of the functions both for the university-owned home couple and for the private home couple. For about one-fifth of the functions hosted by university-owned home couples and by private home couples, the spouse provides the food. For the remaining functions, the food is provided by a combination of university service and the presidential spouse's efforts.

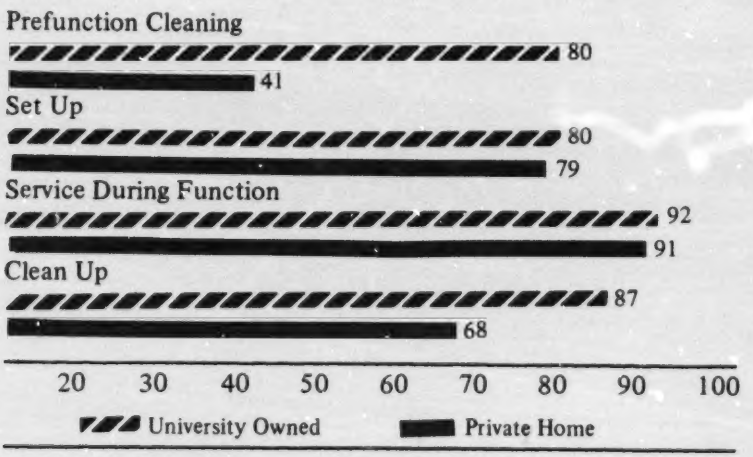
About 57 percent of AASCU spouses responding to the survey were reimbursed for the cost of the food when they provided it. This reimbursement was up slightly from the 1981 survey, when spouses' response showed that only 50 percent were reimbursed when they provided the food for university functions.

Compared to 1981 survey responses, china, glassware, sliverware and linen, and other equipment are on fewer occasions provided completely by the presidential spouse; but responses also showed that these items were less frequently provided completely by the university. Most of the respondants said that a combination of personal equipment and university equipment was used.

The protection and maintenance of these items, both in terms of wear and tear and of insurance protection, was not addressed by the survey. (Perhaps the next biennial AASCU survey will deal with one spouse's very real question: "When, at a university function, the caterer's chafing dish blows up, ruining the university's valuable table and my antique linen cloth, whose insurance, the caterer's, the university's or mine, is responsible?")

Services provided for the official functions include prefunction cleaning, set-up, service during function, and postfunction clean-up. Over 80 percent of presidential couples living in university-owned homes receive all of these services. About 80 percent of those couples in private homes receive the set-up service and service during the function and 68 percent receive post-function clean-up and 41 percent receive prefunction cleaning. (See Figure 10.)

Figure 10. Entertainment Services Provided
(in percentages)



USE OF THE PRESIDENT'S HOME BY UNIVERSITY AND COMMUNITY GROUPS

The charm and honor of attending a function in the home of a university president is a great pleasure to members of any organization and usually engenders positive feelings for the university on the part of the guests.

Recognizing this, 71 percent of those presidential couples living in a university-owned home make their residence available to university groups. The percentage for private homes is 28 percent. For community groups, 45 percent of the university-owned homes are made available and 23 percent of the private homes.

Regional statistics on this question show that of the university-owned homes available to these groups, 100 percent are available to university groups in the Farwest, Great Lakes, Mideast, New England, Rocky Mountains, and Southwest. Over 90 percent are available in the Southeast and the Plains regions. Of the university-owned homes available to community groups, the Southwest leads the way with 92 percent availability, followed by the other regions, which ranged between 50 and 75 percent.

Of the private presidents' homes available to groups, 100 percent are available to university groups in all regions, except New England and the Mideast. These private homes are available to community groups 50 percent in the Great Lakes and Southeast, and 100 percent in all other regions, except in New England, where survey respondents indicated no availability of private homes to groups.

Comparing responses by the institution's community size showed that presidents' homes were available to university groups at a rate of almost 100 percent in all communities. The homes were available to community groups 66 percent in the largest communities and around 50 percent in the mid and smallest size communities.

SPOUSE AS UNOFFICIAL UNIVERSITY REPRESENTATIVE

In addition to the functions that the spouse hosts with the president, the spouse is invited to numerous university and community events where the presence of the university president's spouse may be considered an honor to the group, and the absence might be considered a slight or insult! AASCU spouses were asked how many such functions they attended per year in their role of presidential spouse and unofficial university representative.

The response yielded an average of 60 functions per year. In the 1981 survey, response for this question averaged 49. One spouse in the 1981 survey reported she had attended 300 such functions in one year. This year one spouse reported attending 400 and another 393. The most frequently reported number was 100.

When the responses to this question were contrasted on the basis of spouse's employment status, the figures showed that employed spouses attended about 54 such functions per year compared with non-employed spouses, who averaged about 73 per year. Spouses in the mid-sized communities attended the most, averaging 78 per year, to 64 in the smallest communities and 45 in the largest communities.

By region, the spouses averaged 87, Southwest (the leader in all social activities); 78, Plains; 69, Mideast; 68, Great Lakes; 66, Farwest; 64, Southeast; 56, Rocky Mountains; and 31, New England (the least active region in all respects covered by the survey).

RELATIONSHIP OF THE PRESIDENTIAL SPOUSE TO THE UNIVERSITY GOVERNING BOARD

Here the myth/reality approach is not as applicable as the plaintive cry of "nobody understands me!"

Boards whose responsibility is overseeing the entire university complex and who are accustomed to the usual efficient organizing of the university entertainment functions are unaware of the

time commitment by the spouse, the creative improvising when university resources are not available, and so on and on.

It matters not if the spouse moved in June into a house whose roof leaks, whose furniture is mostly dilapidated, whose china, silver, etc., is nonexistant, and whose kitchen would do credit to a 1930's house. By the first function in Fall, the Board will arrive to see a charming setting—the really good old furniture attractively placed (the rest relegated to the attic), beautiful floral arrangements (possibly at the expense, and certainly by the effort of the spouse), delicious refreshments (either prepared by the spouse or possibly by a caterer with much improvising—and some unprintable statements during preparation in the antiquated kitchen.)

To the board—unless informed by the president or spouse—all seems fine as usual. (No doubt the previous presidential spouse labored to produce similiar suitable functions.) Since they are unaware of the situation or the efforts involved, they also usually take the gracious function for granted—no great expressions of praise and gratitude are forthcoming for the spouse, who by this time really feels deserving of a medal!

Some especially perceptive boards have set up a president's home committee, whose job it is to keep in touch with the spouse and recommend to the board necessary repairs and upkeep to the house and contents.

Some perceptive presidents present the official entertaining schedule for the year indicating the spouse's contribution of effort to their boards each fall.

But in all those cases where these procedures do not take place, the problems continue, and all can be traced back to poor communication, both on the part of boards and on the part of presidents and spouses.

As one spouse said, "I feel all the board wants of me is to appear attractive and not cause problems."

As one board member said, "What I look for is a peaceful relationship between president and spouse. The bottom line for the board is the successful functioning of the university. Changing presidents whether by retirement or replacement is always disruptive. The job of the president is so stressful, I feel a president must have a 'peaceful' spouse relationship."

A competent, active, dedicated-to-the-university spouse cannot compensate for an inadequate president, but an unhappy, recalcitrant, disruptive spouse who leaves a trail of bad feelings and dislike in university and community groups can rapidly ruin a competent president's effectiveness!

As one AASCU president put it, "Rated on a scale of 1 to 10, if my performance rated only a 5 or 6, the board would never let me go because they'd lose Margaret!"

Success or failture on the part of the presidential spouse may be fairly accurately determined by the spouse's approach to the role. Those spouses who attempt to deny that there is a role—that the board, university, and community do have expectations of the presidential spouse—are headed for unhappiness. Such denial prevents them from solving the problem.

The successful presidential spouses recognize such expectations exist, analyze them, and set about both adapting themselves to the role *and adapting the role to their own style.*

For instance: one new presidential spouse was asked to "pour" at a prestigious community group's opening fall tea.

"Oh, I'm sorry. I don't pour!" she replied. And tactfully suggested that perhaps the honor should go to the club's past presidents. (Later she heard that when the retired university president's spouse had learned of this, her comment was: "why didn't I say that 30 years ago!")

Questions in the survey dealing with this board/spouse relationship include those on the board's perception of the spouse's role, whether the spouse agrees with the board's perception, whether the spouse is encouraged to travel with the president to professional meetings such as AASCU's, and whether the spouse was interviewed during the search process.

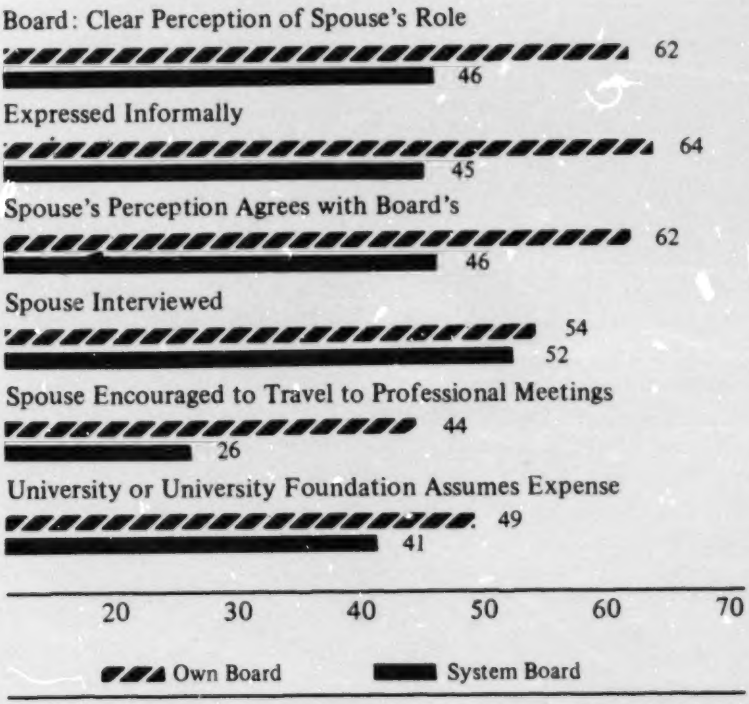
Respondents were divided into two categories: those at institutions with their own board and those at institutions governed by a system board. The 1981 survey had identified a closer, more active relationship between spouse and board at a university with its own board than at those with system boards. Respondents to this survey who indicated that their institution had both its own board and a system board were counted in with the own board group for this reason.

Forty-six percent of those AASCU spouses responding are at universities that have their own board, while 54 percent have

system boards. Of those with their own board, 62 percent said they felt the board had a clear perception of the role of the spouse and 62 percent said they agreed with the board's perception.

Of those with system boards, 46 percent said their boards had a clear perception and 46 percent of the spouses agreed with the board's perception of the role. (Figure 11.)

Figure 11. Board Relationship
(in percentages)



In the 1981 survey those with their own board said 49 percent had a clear perception and 44 percent agreed. In institutions with system boards, 40 percent had a clear perception and 40 percent agreed.

Since these responses have become more positive, perhaps communication between board and spouse is improving. It may be that boards are becoming more aware of the spouse's contributions of time and effort.

According to the survey respondents, 64 percent of the "own boards" and 45 percent of the system boards do express their expectations to the spouse–informally (see Figure 10). No boards express expectations formally to a spouse. In 1981 the figures were 46 percent and 38 percent–more boards are addressing the issue of the spouse's role.

Analyzing data by regions furnished a comparison of board/spouse relationship. For ranking of the regions by survey questions in this area see Tables 1, 2, and 3, which follow.

Table 1. Spouse/Board Perception of the Role of the Spouse
(regions ranked from high to low)

Board has Clear Perception of Spouse Role		Spouse Agrees with Board Perception	
Own Board	**System Board**	**Own Board**	**System Board**
FW	SE	FW	SE
SW	SW	SW	SW
RM	GL	RM	GL
SE	PL	SE	PL
ME	RM	NE	RM
NE	ME	GL	ME
GL**	NE	ME	NE
PL**	FW	PL	FW

**These regions were tied.

Farwest (FW); Southwest (SW); Rocky Mountain (RM); Southeast (SE); Mideast (ME); Northeast (NE); Great Lakes (GL); Plains (PL).

Table 2. Spouse Involvement in Search Process*
(regions ranked from high to low)

Spouse Interviewed		Spouse Present at Interview		Spouse Able to Ask Questions		Spouse Able to Negotiate Support	
OB	**SB**	**OB**	**SB**	**OB**	**SB**	**OB**	**SB**
RM	SE	GL**	PL	GL	RM	RM	NE
GL	RM	PL**	RM	PL	PL	GL	SE
SE	PL	SW	SE	RM	SE	SW	RM
FW	GL	RM	SW	ME	SW	SE	PL
SW	SW	ME**	NE	SE		NE	GL
ME	ME	NE**	GL	NE		ME	SW
NE	FW**	SE	FW	SW			
PL	NE**						

*Those regions not appearing on table did not respond.
**These regions were tied.

Table 3. Spouses' Travel to Professional Meetings*
(regions ranked from high to low)

Spouse Encouraged to Travel		Expenses Paid by University		Expenses Paid by Foundation	
OB	**SB**	**OB**	**SB**	**OB**	**SB**
RM	SE**	PL	SW	ME	PL
SE	SW**	SE	RM	SW	SE
SW	GL	SW	SE	SE	GL
NE	RM	GL		GL	
GL	PL	ME**			
ME	ME	NE**			
PL	NE				
FW	FW				

*Those regions not appearing on this table do not pay spouses' expenses.
**These regions were tied.

Own Board (OB); System Board (SB); Farwest (FW); Southwest (SW); Rocky Mountain (RM); Southeast (SE); Mideast (ME); Northeast (NE); Great Lakes (GL); Plains (PL).

Spouse Interviewed

A matter of great interest to spouses and presidents is the question of whether or not the spouse is interviewed during the search process, whether the spouse is present at the president's interview with the board, and whether the spouse has the opportunity to ask questions and negotiate for support services to fulfill the board's expectations of the spouse.

AASCU survey respondents indicated that 54 percent of those with their own board and 52 percent of those with system boards were interviewed in some fashion during the campus visit. Three of the four male spouses responding to the survey said they had been interviewed. One male spouse was requested by the board to furnish them with a copy of the financial report of his business!

Questions asked of the spouses included what they thought their role was, whether they were happy to be moving, if they like being a hostess, if working, whether they were planning to continue. They were also asked questions about the children: how old, what they were doing (if older). One spouse reported being asked her views on drinking.

Thirty-three percent of those with their own board reported they were invited to the president's interview with the board, and so were 25 percent of those with system boards. At this interview 81 percent of those with their own boards could ask questions if they wished; the figure for system boards was 63 percent.

Of the spouses included in this presidential interview, almost half of those with their own board and slightly less of those with system boards were able to negotiate for support services. For regional data see Table 2.

Spouse's Travel to Professional Meetings

AASCU has been providing substantive programs for presidential spouses since 1974 at its fall Annual Meeting and its biennial Summer Council. Other professional educational organizations have since begun similiar programs for spouses.

Forty-four percent of spouses responding at institutions with their own board reported that they are encouraged by the board to accompany the president to these professional meetings.

Twenty-six percent of the system board spouses are encouraged to attend these meetings.

Data on this question and on the question of spouse's expenses for travel by regions can be seen in Table 3.

THE CASE FOR FORMAL RECOGNITION

In a new section of the 1983 survey, spouses were asked to record instances of formal and informal recognition of their efforts on behalf of their universities. As with many of the survey questions, these served a double purpose. On the one hand this section gives AASCU spouses information on the expression of appreciation or recognition, and on the other it gives a *reason* for the recognition of the presidential spouse.

Most presidential spouses, occupying as they do a subsidiary and volunteer role at the university, are not likely to welcome personal publicity. However, appropriate public attention and awareness of the spouse's contribution can result in tangible and intangible benefits, both to the university and to the spouse.

When the president's spouse is recognized as "Woman of the Year" by the community, or honored at a reception by the university board, or presented with a plaque from the Alumni Association, the university benefits. To honor the achievements of the spouse for the university is to honor the university, to again be able to "tell the university's story" to the public through the media.

Support and resources are easiest to obtain for what is readily understandable. When the spouse is recognized for the achievements, these achievements are of course described. When the breadth of the achievements are learned, boards, alumni, faculty, and university staff become aware of the tremendous commitment of time and effort for the university on the part of the spouse and each group, as appropriate, will more willingly offer resources, support, understanding and appreciation.

AASCU spouses are now being recognized informally with great frequency equally by the university students, faculty, board, and community. But only a few spouses reported any formal recognition:

- A pair of diamond earrings presented by the faculty wives
- Two Woman of the Year awards from communities
- Plaques and citations from faculty, alumni, and communities
- Receptions held in the spouse's honor by boards and communities.

CONCLUSION

"The president's spouse needs humor, grit, and energy," said one spouse.

"With flexibility, the role is enjoyable."

"The board needs to be educated to the spouse's role."

"I'll never be so naive again!"

"To make the job easy is not being asked!"

To paraphrase Freud: What do presidential spouses want!

Answer: what every volunteer is entitled to and receives from organizations that value their volunteer help: recognition, support, and appreciation. For example, one of the largest informal educational organizations in the country, the Smithsonian Institution in Washington, DC, could not function as it does without its volunteers. More than 3,700 people give 500,000 hours of volunteer time to the Smithsonian each year. Volunteers carry on many of the responsible projects there, as does the presidential spouse in producing the official functions of the university and acting as its unofficial representative.

Resources for the volunteer efforts are provided by the Smithsonian. Except for minor out-of-pocket expenses, volunteers do not financially support the projects they're working on. (Imagine a Smithsonian volunteer buying and preparing the food for one of the institution's receptions!)

Formal recognition is annually extended most graciously and expressed appreciation by board and staff is ever present.

The aware university similarly values and appreciates the volunteer efforts of the presidential spouse. But there are still too many cases where presidential spouses feel as if they are

swimming upstream, battling the staff, the maintenance department, the board, etc., to get enough resources to produce the official functions that will be a credit to the university.

"To make the job easy is not being asked," as one spouse said. Perhaps one could add: to provide support and resources so that the job can be done well—a source of pride and pleasure to the spouse and the university—is being requested.

APPENDIX

American Association of State Colleges and Universities

SURVEY OF PRESIDENTIAL SPOUSES

A. INSTITUTION CHARACTERISTICS

1. Please circle the number which corresponds to the region in which your institution is located:
   1. New England (CT ME MA NH RI VT)
   2. Mid East (DE DC MD NJ NY PA)
   3. Great Lakes (IL IN MI OH WI)
   4. Plains (IA KS MN MO NE ND SD)
   5. Southeast (AL AR FL GA KY LA MS NC SC TN VA WV)
   6. Southwest (AZ NM OK TX)
   7. Rocky Mountains (CO ID MT UT WY)
   8. Farwest (AK CA HI NV OR WA)
   9. Outlying Areas (CZ GU PR VI)
2. Indicate the size of your institution by category of enrollment:
   1. ☐ 1-2,499
   2. ☐ 2,500-4,999
   3. ☐ 5,000-9,999
   4. ☐ 10,000-19,000
   5. ☐ 20,000 and over
3. Describe the location of your campus, according to the size of the town in which it is located:
   1. ☐ Under 250,000
   2. ☐ Between 250,000 and 1,000,000
   3. ☐ Over 1,000,000
4. Indicate whether the students at your institution are primarily:
   1. ☐ Residential 2. ☐ Commuter

B. SPOUSE BACKGROUND AND OCCUPATIONAL ACTIVITIES

Individual Characteristics

Please identify yourself as to sex and age group:

5. Sex: 1. ☐ Female 2. ☐ Male
6. Age Group: 1. ☐ Under 35
   2. ☐ 35-45
   3. ☐ 45-55
   4. ☐ 55 and over
7. How many children do you have? _____
8. How many of them are living at home now? _____

9. Please indicate the ages of those children living at home:

	Age		Age
Child 1	_____	Child 2	_____
Child 3	_____	Child 4	_____

10. In how many different institutions have you served as president's spouse? _____
11. How many of these institutions were:
    1. ☐ Public 2. ☐ Private
12. In the position of president's spouse, how many times have you moved from one region of the country to another? _____
13. Have you had the experience of moving from a faculty or administrative spouse position to one of president's spouse within the same institution?
    1. ☐ Yes 2. ☐ No
14. Have you been the spouse of a president or chief administrator in:
    1. ☐ Industry
    2. ☐ Public education
    3. ☐ Private education
    4. ☐ Church/synagogue
    5. ☐ Government (federal, state or local)
    6. ☐ Other (please specify) _____
15. If so, was this experience useful as preparation for your present position?
    1. ☐ Yes 2. ☐ No

Paid Occupational Activities

16. Are you now employed in a paid position?
    1. ☐ Yes 2. ☐ No
17. If so, are you working: 1. ☐ Full-time 2. ☐ Part-time
18. Where is your place of work?
    1. ☐ At my own institution
    2. ☐ In my community
    3. ☐ In a neighboring community
    4. ☐ In a neighboring institution of higher education
    5. ☐ Other (specify) _____
19. Please name your job or occupation: _____
20. Is your job or occupation related to your education and training?
    1. ☐ Yes 2. ☐ No 3. ☐ Additional comments

    _____
21. Have you continued to work in a paid position throughout your life as a president's spouse?
    1. ☐ Yes 2. ☐ No

22. If "Yes," please indicate the relationship of the jobs to each other and to your educational background. _____
23. If "No," please describe briefly the number of times your work was interrupted and the reasons for the interruptions. _____
24. Have you begun a paid job or occupation since becoming a president's spouse?
    1. ☐ Yes 2. ☐ No
25. What was your goal in obtaining a paid job?
    1. ☐ To meet the members of the community
    2. ☐ To enhance the image of our institution
    3. ☐ To maintain my professional status
    4. ☐ To earn money
    5. ☐ To develop new interests
    6. ☐ Other (please specify) _____

Volunteer Activities

26. Are you engaged in volunteer activities in addition to your role as president's spouse?
    1. ☐ Yes 2. ☐ No
27. Are your volunteer activities related to your educational background, career interests, or both?
    1. ☐ Educational background
    2. ☐ Career interests
    3. ☐ Both
28. Please specify where you volunteer, that is, the type of organization, including your institution:
    1. ☐ University/college
    2. ☐ Church/synagogue
    3. ☐ Social service organization (youth organizations, family service agencies)
    4. ☐ Hospital/clinic
    5. ☐ Educational organization (PTA, local school board, libraries)
    6. ☐ Citizenship organization
    7. ☐ Other (please specify) _____
29. Does the president participate in any volunteer activities? Please specify, referring to the categories in Question 28.
    1. ☐ Yes 2. ☐ No _____

Educational Activities

30. Please list your highest degree or certificate earned: _____
31. What was your primary field of study? _____
32. Since becoming a president's spouse, have you taken or are you now taking courses?
    1. ☐ Yes 2. ☐ No

33. Where are you taking these courses?
    1. ☐ At my institution
    2. ☐ At another institution
    3. ☐ Other (please specify) _____
34. What is your goal in taking these courses?
    1. ☐ To enhance job prospects
    2. ☐ To enhance present job performance (paid or volunteer)
    3. ☐ To develop new interests
    4. ☐ To meet members of the university community
    5. ☐ To earn a degree or certificate
35. If your coursework is leading to a degree or certificate, please identify it. _____

    If there is anything you would like to add to your responses about employment, volunteer activities, or educational background, please do so here. _____

C. HOUSING STATUS

36. Do you live in a university-owned house?
    1. ☐ Yes 2. ☐ No
37. If "Yes," do you pay rent?
    1. ☐ Yes 2. ☐ No
38. If "No," do you receive a housing allowance?
    1. ☐ Yes 2. ☐ No
39. Please indicate how the house has been furnished:
    1 ☐ Mostly by me 2. ☐ Mostly by the university
40. Which of the following services are provided by the university?
    1. ☐ Housekeeping 4. ☐ General maintenance
    2. ☐ Cooking 5. ☐ Other (please specify)
    3. ☐ Gardening _____
41. Which of these services do you consider most valuable (whether you have them or not)? Refer to Question 40.
    1. ☐ 2. ☐ 3. ☐ 4. ☐ 5. ☐
42. When these services are needed, are they scheduled by:
    1. ☐ Their own departments
    2. ☐ Through the president's office
    3. ☐ By you

    If you have additional comments concerning housing and services, please add them here. _____

D. ENTERTAINMENT ACTIVITIES

43. Please indicate how many university social functions (dinners, cocktail parties) you host per year in each of these locations:
    1. ☐ In your home 2. ☐ In campus facilities
    3. ☐ Other (please specify location) _____

44. Of these events, please estimate the number for which the primary goal is to:
    1. ☐ Entertain the board of trustees
    2. ☐ Conduct fundraising activities
    3. ☐ Entertain faculty a. ☐ union b. ☐ non-union
    4. ☐ Entertain students
    5. ☐ Greet the community
45. At these functions, how are food and service provided?
    1. ☐ Food and service are provided by the university food service
    2. ☐ An outside caterer is hired by the university
    3. ☐ I prepare the food
    4. ☐ A combination of 1 and 3
46. Please indicate the number of functions where food, etc. is provided:
    1. ☐ By you 2. ☐ By the university
47. If you prepared the food, were you reimbursed for the cost?
    1. ☐ Completely 2. ☐ Partially 3. ☐ Not at all
48. At these functions, which of the following services were provided/ paid for by the university?
    1. ☐ Pre-function cleaning 2. ☐ Set-up
    3. ☐ Service during function 4. ☐ Post-function clean-up
49. When entertaining, where do you obtain the china, glassware, silverware, and linen?
    1. ☐ From my own resources
    2. ☐ From the university collection
    3. ☐ A combination of both sources is used
50. Is your home available to university and community groups for use?
    1. ☐ University groups 2. ☐ Community groups
    3. ☐ The president's home is not available to these groups
51. Please estimate the number of functions per year held outside your home which you attend in your role as the president's spouse: _____
52. Which of these resources helped you most in your identification of entertainment responsibilities as a president's spouse?
    1. ☐ The Board
    2. ☐ My spouse
    3. ☐ My past experience
    4. ☐ Tradition in the community
    5. ☐ My predecessor

If you have additional comments regarding entertainment activities and your role as president's spouse, please add them here.

_____

E. BOARD RELATIONSHIP

53. Does your institution have:
    1. ☐ Its own board 2. ☐ A system-wide board
54. Do you feel the board has a clear perception of your role as a president's spouse? 1. ☐ Yes 2. ☐ No
55. If "Yes," please indicate whether the board's expectations are expressed: 1. ☐ Formally 2. ☐ Informally
56. Does your perception of the role of a president's spouse concur with the board's perception?
    1. ☐ Yes 2. ☐ No 3. ☐ Partially
57. If "Partially," please describe the areas of confusion:

    _____

58. Are you encouraged by the board to travel to professional meetings (such as AASCU) with your spouse?
    1. ☐ Yes 2. ☐ No
59. If "Yes," indicate whether:
    1. ☐ The university assumes the expense
    2. ☐ The university foundation assumes the expense
    3. ☐ You assume the expense
60. Were you interviewed in any way while your spouse was being considered for his/her present position?
    1. ☐ Yes 2. ☐ No
61. If "Yes," by whom? _____
    Please describe the type of questions: _____
62. Were you invited to the President's interview with the board?
    1. ☐ Yes 2. ☐ No
63. If "Yes," were you given the opportunity to ask questions?
    1. ☐ Yes 2. ☐ No
64. If "Yes," were any questions asked of you?
    1. ☐ Yes 2. ☐ No
    Please specify: _____
65. Did you have the opportunity to negotiate support services for your role as president's spouse?
    1. ☐ Yes 2. ☐ No

    If you have additional comments about the role of the president's spouse and the Board of Trustees, please add them here.

    _____

F. AND FINALLY . . . .

66. Are recognition and appreciation for you in your role as the president/chancellor's spouse shown by any of these groups?
Please put a check by the type of group and type of recognition.

	Informally	Formally
1. Students	_____	_____
2. Faculty	_____	_____
3. Board	_____	_____
4. Community	_____	_____

Please provide specifics of formal recognition: _____

_____

THANK YOU FOR YOUR INTEREST AND COOPERATION
IN COMPLETING THIS SURVEY

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–Roberta H. Ostar
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